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AUTHOR Belcastro, Patricia
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ABSTRACT

This manual provides librarians and library managers with a performance appraisal system that measures staff fairly and objectively and links performance to the goals of the library. The following topics are addressed: (1) identifying expectations for quality service or standards of performance; (2) the importance of a library's code of service, i.e., succinct, broad statements of performance based on the philosophy or values of the organization; (3) translating the code of service into specific standards of performance; (4) applying these standards objectively; (5) the use of standards of performance guidelines to clarify standards and ensure that all supervisors are evaluating performance at the same level; (6) coaching employees who are not providing the expected quality of service; (7) the importance of regularly scheduled performance reviews; (8) documenting employee behaviors; (9) standards for evaluating specific job duties; (10) standards for evaluating supervisory duties; and (11) using a point system to tabulate an employee's overall evaluation. Case studies present evaluations of five employees (new, long-term, supervisory, problem, and non-public service). Sample code of service, standards of performance guidelines, supervisory procedures, performance appraisal, and tabulation documents are appended. An index is included. (MES)

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